

## 280 - AIRPORT - OPERATING

### Operational Summary

#### Mission:

To plan, direct, and provide high quality aviation services for Orange County in a safe and efficient manner.

#### Strategic Goals:

- Maintain a safe operating environment for aviation and the traveling public.
- Provide superior customer service.
- Provide superior aviation facilities.
- Honor the County's commitment to the 1985 Settlement Agreement.
- Operate John Wayne Airport as a financially efficient, effective, and self-supporting aviation facility.
- Recruit, train and maintain a qualified work force.

#### Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
<b>SUCCESSFULLY PASS THE ANNUAL PART 139 AIRPORT CERTIFICATION INSPECTION.</b> <b>What:</b> Annual inspection conducted by FAA to ensure JWA is being operated in a safe and efficient manner. <b>Why:</b> To maintain a safe operating environment for aviation and the traveling public.	The Annual Part 139 inspection is conducted by the FAA during which time all elements specified in Federal Aviation Regulation (FAR) Part 139 are examined. JWA successfully passed the Annual Part 139 inspection.	Successfully pass the Annual Part 139 Inspection by continuing to perform twice daily airfield inspections and identify, report and correct any items that deviate from FAA specifications.	We have always successfully passed the Annual Part 139 Inspection.
<b>ACHIEVE 85% GOOD OR EXCELLENT RATING IN THE "AIR TRANSPORTATION USER" AND "AIRPORT TENANT" SURVEYS.</b> <b>What:</b> Surveys conducted to measure passenger/tenant satisfaction with Airport's service and performance. <b>Why:</b> To ensure that our service to customers and tenants meets or exceeds their expectations.	Results of the August 2000 "Air Transportation User" survey indicated that 91 percent of JWA users rated the services provided as good or excellent.	Conduct "Airport Tenant" survey and meet or exceed benchmark score of 85% or higher rating of services as good or excellent.	Overall results of 1998 survey indicated that 96% of JWA users rated JWA's services as good or excellent. During 1999 a marketing campaign was developed that was rooted in the findings of the 1998 Air Transportation User Survey.
<b>ENFORCE ALL PROVISIONS OF THE PHASE 2 COMMERCIAL AIRLINE ACCESS PLAN AND REGULATION.</b> <b>What:</b> Balances need for airport with desire of community for environmentally responsible operation at JWA. <b>Why:</b> Compliance conveys message that County will completely fulfill its commitment to its residents.	100 percent compliance with Plan allocation provisions.	Continue to maintain 100 percent compliance.	The provisions of the Phase 2 Commercial Airline Access Plan, other than the allocation provisions that have been amended, became effective on October 1, 1990. Since the Plan's implementation, the County has been in 100 percent compliance of its duties and responsibilities.

#### At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	60,249,766
Total Final FY 2001-2002 Budget:	141,941,538
Percent of County General Fund:	N/A
Total Employees:	135.00

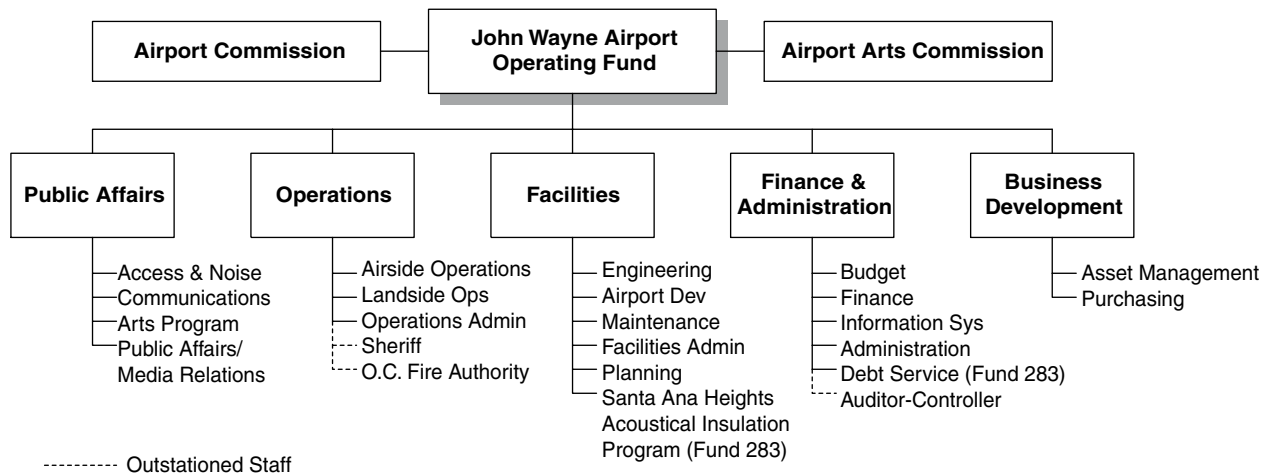
## Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
<b>ENSURE THAT AIRPORT IS AVAILABLE TO SERVE THE NEEDS OF THE TRAVELING PUBLIC AND AVIATION COMMUNITY.</b> <b>What:</b> Terminal, parking facilities, roadways, runways, and taxiways must remain open and operational. <b>Why:</b> The County's traveling, shipping, and flying public rely on JWA to remain open as much as possible.	JWA was available to the traveling public and the aviation community during all operating hours.	Continue to keep Airport open and available to the traveling public and aviation community.	JWA accommodates commercial aviation 16 hours per day (except Sundays when it is open 15 hours) and is open 24 hours a day for general aviation services. The majority of new construction and preventive maintenance does not occur during core operating hours.
<b>MAINTAIN COMPETITIVE RATES AND CHARGES AND A DEBT SERVICE COVENANT WHICH EXCEEDS 125 PERCENT.</b> <b>What:</b> Requires Airport net revenues each year of at least 125% of debt service requirement for FY. <b>Why:</b> Provides JWA with opportunity to demonstrate to financial community its ability to repay debt.	Successful management of the Airport's rates and charges structure is critical to generate revenue required to fulfill JWA's obligations under the indenture. The debt coverage ratio for FY 99-00 was 237 percent.	Continue to maintain 100 percent compliance.	Since issuance of the 1987 Airport Revenue Bonds, JWA has consistently exceeded the rate covenant imposed by indenture. JWA obtained an initial A+ rating from Fitch on its revenue bonds while maintaining an A rating from Standard & Poor's. Also, JWA received an upgrade by Moody's to an Aa3 rating.
<b>MAINTAIN AN AVERAGE VACANCY RATE OF 6 PERCENT.</b> <b>What:</b> The vacancy rate reflects the percentage of authorized positions that are unfilled during the year. <b>Why:</b> Ensures that customers are served in an efficient and effective manner with reduced overtime costs.	The average vacancy factor for calendar year 2000 was 6.3 percent.	Continue to maintain an average 6 percent vacancy rate.	Although JWA has several positions that have been very difficult to fill due to market rate issues, it has been able to maintain an average vacancy rate of 6.42 percent over the last three years. JWA will work with CEO/Human Resources to address classification and market issues.

## Fiscal Year 2000-01 Key Project Accomplishments:

- The Airport passed the annual FAA Airport Certification Inspection and all quarterly Security Inspection Audits - yardsticks by which FAA measures airport safety and security.
- JWA met the challenge of Y2K with flying colors; the Airport experienced no facility or operational difficulties associated with Y2K.
- The Air Transportation User Survey conducted in August 2000 demonstrated a high level of customer satisfaction with the Airport and its facilities.
- Through the use of volunteer "Ambassadors" and tour guides, JWA continued to provide superior customer service to travelers and community organizations like the Boy Scouts and Make-a-Wish Foundation.
- Substantial design and construction work was completed on airfield, roadway, parking structure, general aviation, and passenger terminal projects to make JWA more secure, more efficient, more environmentally responsible, and more user-friendly.
- The provisions of the Phase 2 Access Plan were fully enforced.
- JWA maintained its very high bond rating and continued its record of sound fiscal management.
- PIP and MPP were fully implemented and Airport managers and staff received appropriate training to make these programs successful.

## Organizational Summary



**PUBLIC AFFAIRS** - Responsible for public information and media relations. Provides implementation and enforcement of Phase 2 Access Plan and Settlement Agreement. Responsible for the interaction with federal, state and local agencies regarding legislation. Coordinates and monitors environmental activities. Oversees the Airport Communications Operator function. Administers the Airport Arts Program.

**OPERATIONS** - Coordinates and administers the general functional activities related to John Wayne Airport including airport security, parking, ground transportation, liaison with commercial airline tenants, fixed-base operations, and aircraft tiedown facilities. Monitors airfield operations including enforcement of Airport rules and regulations. Administers outstationed departments such as the Sheriff-Coroner and Fire Authority for provision of law enforcement, aircraft rescue and firefighting.

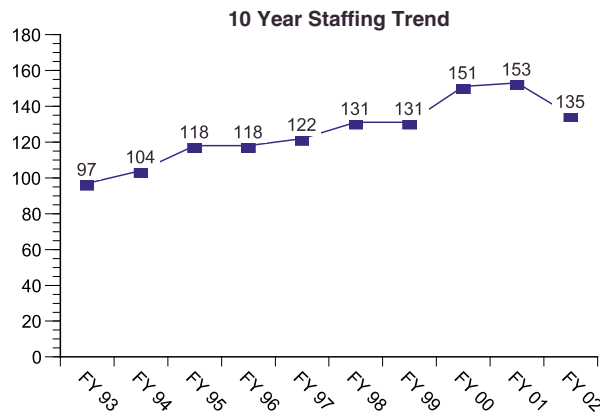
**FACILITIES** - Provides engineering studies and analysis of facility requirements for the Airport. Responsible for all aspects of Airport facilities maintenance. Provides planning and project management of the capital development program, including the design and construction of Airport facilities. Ensures compliance of Airport facilities with environmental regulations. Prepares grant applications for federal financial assistance under the FAA Airport Improvement Program. Provides staff support to the Airport Land Use Commission.

**FINANCE & ADMINISTRATION** - Includes the divisions responsible for Airport finance, budget, debt management, staff services, administrative support, human resources and information systems. Provides staff support to the Airport Commission. Includes outstationed Auditor-Controller staff who provide accounting and financial services, and monitor Airport revenue and expenditures.

**BUSINESS DEVELOPMENT** - Coordinates and is responsible for concession planning and revenue development activities and the negotiation and administration of leases, licenses, concession agreements and easements. Responsible for the acquisition and sale of real property and related property appraisal and condemnation issues. Coordinates with the Finance and Administration division on the annual audit and record survey of Airport tenants. Responsible for all aspects of Airport procurement including preparing bid/proposal solicitations, issuing agency contracts, interfacing with vendors, maintaining a record of department purchases and conducting internal procurement value analysis. Administers the Disadvantaged Business Enterprise (DBE) Program.

**JOHN WAYNE AIRPORT - OPERATING** - Includes the office of the Airport Director and outstationed County Counsel who provides legal counsel on County and Airport matters.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- The 18 positions which were added in FY 99-00 for Interim Use were transferred mid-year FY 00-01 to the LRA (Fund 13K).
- Two positions were transferred mid-year FY 99-00, one from the CEO and one from PDSD; these are reflected in FY 00-01 position total.

- In FY 99-00 one position was transferred from the Auditor-Controller to John Wayne Airport to more appropriately reflect finance-related activities performed; one position was added to help manage the increased requirements in the Information Systems section; 18 positions were added for Interim Use pending further Board direction.

- In FY 97-98 four positions were deleted and 13 positions were added to reflect the impact of the County's decentralization of Real Property, Human Resources, Facilities, County Counsel and Purchasing activities.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

As an enterprise fund, John Wayne Airport is self-supporting through revenues it generates and receives no monies from the County General Fund. Revenues are utilized to operate the Airport, provide for repayment of revenue bonds, fund facility capital improvement or maintenance projects, and support aviation planning.

### Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev <sup>(1)</sup>	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev <sup>(1)</sup>	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	153	N/A	135	135	0
Total Revenues	72,059,792	89,319,430	71,840,388	87,254,473	15,414,085	21
Total Requirements	66,627,983	130,664,473	63,386,456	141,941,538	78,555,082	124
FBA	57,151,805	41,345,043	68,938,525	54,687,065	(14,251,460)	(21)

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: AIRPORT - OPERATING in the Appendix on page 498.

## Budget Units Under Agency Control

No.	Agency Name	PUBLIC AFFAIRS	OPERATIONS	FACILITIES	FINANCE & ADMINISTRATION	BUSINESS DEVELOPMENT	MASTER LEASE	JOHN WAYNE AIRPORT - OPERATING	TOTAL
280	AIRPORT - OPERATING	2,493,221	14,336,998	67,010,240	55,132,031	792,065	0	2,176,983	141,941,538
283	JOHN WAYNE AIRPORT DEBT SERVICE	0	0	2,375,000	54,317,705	0	0	0	56,692,705
<b>Total</b>		2,493,221	14,336,998	69,385,240	109,449,736	792,065	0	2,176,983	198,634,243